

Key partners



- Who are our key partners?
- Who are our key suppliers?
- Which key resources are we acquiring from partners?
- Which key activities do partners perform?

Motivations for partnerships

- Optimization and economy
- Reduction of risk and uncertainty
- Acquisistion of particular resources and activities

Key activities



- What key activities do our value propositions require?
- Our distribution channels?
- Customer relationships?
- Revenue streams?

Categories:

- Production
- Services
- Problem solving/ Consulting
- Platform- / or network activities

Key resources

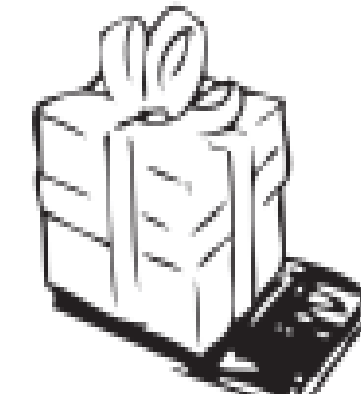


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Types of resources:

- Physical resources
- Intellectual resources
- Human resources
- Financial resources

Value proposition



- What value do we deliver to the customer?
- Which one of our customer’s problems are we helping to solve?
- What bundles of products and services are we offering to each customer segment?
- Which customer needs are we satisfying?

Characteristics:

- Newness
- Performance
- Customization
- “Getting the job done“
- Design
- Brand/ status
- Price
- Cost reduction
- Risk reduction
- Accessibility
- Convenience/ Usability

Customer relationships

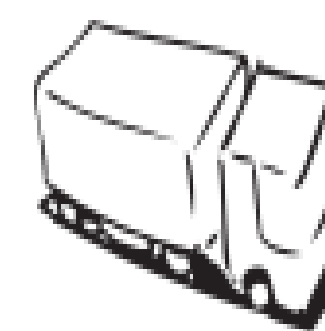


- What type of relationship does each of our customer segment expect us to to establish and maintain with them?
- Which one have we established?
- How are they integrated wiht the rest of our business model?
- How costly are they?

Examples:

- Personal assistance
- Dedicated personal assistance
- Self-service
- Automated services, Communities
- Co-creation

Channels



- Through which channels do our customer segments want to get reached??
- How are we reaching them now?
- How are our channels integrated?
- Which ones work best?
- Which ones are most cost-efficient?
- How are we integrating them with customer routines?

Channel phases:

- Awareness
- Evaluation
- Purchase
- Delivery
- After sales

Customer segments



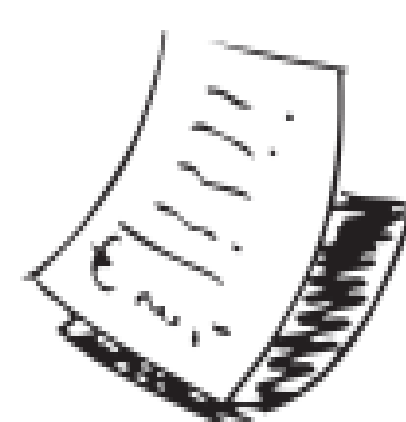
- For whom are we creating value?
- For whom do we offer a relevant value?
- Who are our most important customers?
- How can our customers be differentiated/ arranged in segments?
- Where can new customer groups be developed?

Target customers:

- Mass market
- Niche market
- Segmentated/ fragmentiated market
- Diversified customers portfolio
- “Multi-sided platform“

Cost structure

- What are the most important costs inherent in our business model?
- Which key resources are most expensive?
- Which key activities are most expensive?



Your business model can be

- Cost-driven
- or
- Value-driven.

Examples

- Fixes costs (salaries, rent, plants, ...)
- Variabel costs
- Economies of scale
- Economies of scope

Revenue streams



- For which value are our customers really willing to pay?
- For what do they pay currently? How do they pay currently?
- How would they like to pay best?
- How does every single revenue contriubte to the overall revenue?

Kinds:

- Physical sell
- Royalty
- Charges for subscription
- Charges for commission
- Licensing
- Promotion
- Hiring
- Leasing

Fixed prices

- List price
- Depending on quantitiy
- Dependign on property
- Depending on segment

vs. dynamic prices

- Negotitation
- Real-time market
- Auction
- Depending on offer